



# **Departmental Quarterly Performance Report**

## **AUDIT AND MANAGEMENT SERVICES**

**FY 2004  
Quarter 4**

|             |                                   |                  |
|-------------|-----------------------------------|------------------|
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**Department Name: AUDIT AND MANAGEMENT SERVICES**  
**Reporting Period: FY 2004 – Quarter 4**

**MAJOR PERFORMANCE INITIATIVES**

**Describe Key Initiatives and Status**

Check all that apply

| <p><u>Initiatives</u></p> <ul style="list-style-type: none"> <li>Annually complete 75% of planned audits or issue no less than 50 audit reports.</li> <li>Complete risk assessment analysis and develop audit plan during second quarter.</li> </ul> <p><u>Status:</u></p> <ul style="list-style-type: none"> <li>Through September 30, we issued 52 reports, including 11 this quarter. Five of the 11 audits were initiated at the request of the Office of the County Manager and/or Board of County Commissioners -- AMR Ambulance Service Contract, Prepaid Phone Card Vending at Miami International Airport, HFA Surtax Loan Funding Utilization, Analysis of Certain Election Precinct Registers and Post Election Analysis Update. <ul style="list-style-type: none"> <li>The AMR contract audit produced savings of \$557,239 from over-billings and another \$4 million after PHT renegotiated non-emergency transport rates and implemented more economical transportation alternatives. As of September 30, 2004, \$250,000 of the \$557,239 has been repaid and collection of the remainder is anticipated over the next 90 days.</li> </ul> </li> <li>An audit of a utility service provider verifying the propriety of franchise and utility tax payments over a 36-month period yielded a \$12.7 million assessment. The auditee is contesting our claim; however, we plan to vigorously pursue collection with the aid of the Office of the County Attorney.</li> <li>In July 2004, collected from a telecommunications service provider \$826,745 assessed in a prior quarter. Other monies collected this quarter from prior assessments totaled \$218,421.</li> <li>Completed risk assessment analysis and developed 2005 preliminary audit plan.</li> </ul> <div data-bbox="228 963 898 1417"> <p style="text-align: center;"><b>Audit Reports and Deliverables</b></p> <table border="1"> <caption>Audit Reports and Deliverables</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Reports or Deliverables</th> </tr> </thead> <tbody> <tr> <td>FY00</td> <td>60</td> </tr> <tr> <td>FY01</td> <td>50</td> </tr> <tr> <td>FY02</td> <td>53</td> </tr> <tr> <td>FY03</td> <td>75</td> </tr> <tr> <td>FY04</td> <td>52</td> </tr> </tbody> </table> </div> | Fiscal Year   | Number of Reports or Deliverables | FY00 | 60 | FY01 | 50 | FY02 | 53 | FY03 | 75 | FY04 | 52 | <p><input checked="" type="checkbox"/> <i>Strategic Plan – ES8-1</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____<br/> <i>(Describe)</i></p> |
|--|---|-----------------------------------|------|----|------|----|------|----|------|----|------|----|--|
| Fiscal Year  | Number of Reports or Deliverables   |                                   |      |    |      |    |      |    |      |    |      |    |  |
| FY00   | 60  |                                   |      |    |      |    |      |    |      |    |      |    |  |
| FY01   | 50  |                                   |      |    |      |    |      |    |      |    |      |    |  |
| FY02   | 53  |                                   |      |    |      |    |      |    |      |    |      |    |  |
| FY03   | 75  |                                   |      |    |      |    |      |    |      |    |      |    |  |
| FY04   | 52  |                                   |      |    |      |    |      |    |      |    |      |    |  |
| <p><u>Initiatives</u></p> <ul style="list-style-type: none"> <li>Conduct 60% of follow-up audits on the annual audit Plan.</li> <li>Issue a minimum 25% of audit reports within 90 days after fieldwork completion.</li> <li>Provide support services to various County departments.</li> </ul> <p><u>Status:</u></p> <ul style="list-style-type: none"> <li>Three follow-up audits were issued this quarter according to Plan.</li> <li>Seven of 11 audit reports released this quarter were issued within 90 days of fieldwork completion.</li> <li>Provided substantial planning support to the Elections Department to assure readiness for the August 31<sup>st</sup> Primary Election. AMS also observed Logic and Accuracy testing, Early Voting, Election Day, and tabulation activities. Additionally, we conducted extensive analysis of post-audit data to substantiate integrity of tabulation and event recording.</li> </ul>   | <p><input checked="" type="checkbox"/> <i>Strategic Plan – ES1-1</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input checked="" type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____<br/> <i>(Describe)</i></p> |                                   |      |    |      |    |      |    |      |    |      |    |  |

**Reporting Period: FY 2004 – Quarter 4**

|  |  |
|--|--|
| <p><u>Initiatives</u></p> <ul style="list-style-type: none"> <li>• Provide access to audit information on web site by 9/30/04.</li> </ul> <p><u>Status:</u></p> <ul style="list-style-type: none"> <li>• Department Website is under review and should be on-line no later than December 31, 2004.</li> </ul>  | <p><u>X</u> Strategic Plan – ES2-1</p> <p><u>X</u> Business Plan</p> <p>___ Budgeted Priorities</p> <p>___ Customer Service</p> <p>___ Workforce Dev.</p> <p>___ ECC Project</p> <p>___ Audit Response</p> <p>___ Other _____<br/>(Describe)</p>         |
| <p><u>Initiatives</u></p> <ul style="list-style-type: none"> <li>• Annually provide 40 hours of Continuing Professional Education to every auditor.</li> <li>• Conduct quarterly staff meetings.</li> <li>• Conduct annual evaluations within 30 days after due date.</li> <li>• Increase certified staff.</li> <li>• Upgrade new auditor training.</li> <li>• Fill Deputy Director position.</li> </ul> <p><u>Status:</u></p> <ul style="list-style-type: none"> <li>• Conducted meetings this quarter to apprise staff of current developments and assure Election Day readiness.</li> <li>• Provided staff with 29 hours of Continuing Professional Education this quarter through contracted technical training, bringing the total for the year to 60 hours.</li> <li>• Approximately 5 of 9 annual evaluations due this quarter were conducted within 30 days after due date.</li> </ul> | <p><u>X</u> Strategic Plan – ES5-2 and 5-4</p> <p><u>X</u> Business Plan</p> <p>___ Budgeted Priorities</p> <p>___ Customer Service</p> <p>___ Workforce Dev.</p> <p>___ ECC Project</p> <p>___ Audit Response</p> <p>___ Other _____<br/>(Describe)</p> |

**Departmental Quarterly Performance Report**  
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**PERSONNEL SUMMARY**

***A. Filled/Vacancy Report***

| NUMBER<br>OF<br>FULL-TIME<br>POSITIONS* | Filled as of<br>September<br>30 of Prior<br>Year | Current<br>Year<br>Budget | Number of Filled and Vacant positions<br>at the end of 4th quarter |        |           |        |           |        |           |        |
|---|--|---------------------------|--|--------|-----------|--------|-----------|--------|-----------|--------|
|   |  |                           | Quarter 1  |        | Quarter 2 |        | Quarter 3 |        | Quarter 4 |        |
|   |  |                           | Filled   | Vacant | Filled    | Vacant | Filled    | Vacant | Filled    | Vacant |
|   | 53   | 54                        | 51   | 3      | 51        | 3      | 48        | 6      | 47        | 7      |

**Notes:**

***B. Key Vacancies***

- At quarter-end, 47 of 54 budgeted positions are filled. High vacancy rate maintained to meet attrition rates. Nonetheless, two of the vacant positions were filled as of November 1. Additionally, due to budget cuts we may lose four positions, including the Deputy Director position.

***C. Turnover Issues***

***D. Skill/Hiring Issues***

- Because of County Residency Ordinance, the Department has been negatively impacted in hiring quality audit staff at upper management level.

***E. Part-time, Temporary and Seasonal Personnel***  
***(Including the number of temporaries long-term with the Department)***

***F. Other Issues***

- Concerned regarding loss of five positions effective October 1, 2003 and another four positions as of October 1, 2004, which has affected the Department's ability to adequately address significant County-wide risks.

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**FINANCIAL SUMMARY**

(All Dollars in Thousands)

|   | PRIOR<br>YEAR<br>Actual | Total<br>Annual<br>Budget | FY 2003-04 |          |              |          |             |
|---|-------------------------|---------------------------|------------|----------|--------------|----------|-------------|
|   |                         |                           | Quarter 4  |          | Year-to-date |          |             |
|   |                         |                           | Budget     | Actual   | Budget       | Actual   | \$ Variance |
| <b>Revenues</b>                           |                         |                           |            |          |              |          |             |
| General Fund                              | \$ 1,985                | \$ 3,374                  | \$ 844     | \$ 3,372 | \$ 3,374     | \$ 3,364 | \$ (10)     |
| Charges for Audit Services <sup>(1)</sup> | 1,150                   | 1,100                     | 275        | 1,000    | 1,100        | 1,008    | (92)        |
| Tax Recoveries                            | 850                     | -                         | -          | -        | -            | -        | -           |
| Carryover                                 | 87                      | -                         | -          | -        | -            | -        | -           |
| <b>Total</b>                              | \$ 4,072                | \$ 4,474                  | \$ 1,119   | \$ 4,372 | \$ 4,474     | \$ 4,372 | \$ (102)    |
| <b>Expense</b>                            |                         |                           |            |          |              |          |             |
| Salary and Fringes <sup>(2)</sup>         | \$ 3,838                | \$ 4,201                  | \$ 1,050   | \$ 1,100 | \$ 4,201     | \$ 4,175 | \$ (26)     |
| Other Operating                           | 195                     | 240                       | 60         | \$ 75    | 240          | 160      | (80)        |
| Capital                                   | 39                      | 33                        | 9          | \$ 7     | 33           | 37       | 4           |
| <b>Total <sup>(3)</sup></b>               | \$ 4,072                | \$ 4,474                  | \$ 1,119   | \$ 1,182 | \$ 4,474     | \$ 4,372 | \$ (102)    |

**Notes on Financial and Personnel Information:**

- (1) Revenues of \$100,000 were not realized in FY 03-04 because AMS was unable to conduct anticipated audits for the Solid Waste Department. In addition, FY 02-03 revenues from Miami-Dade Aviation Department totaling \$400,000 are pending collection.
- (2) Salaries, Fringes and Other Operating Expenses were lower than projected due to increased attrition.
- (3) Revenues less expenses were \$101,434 under the FY 03-04 budgeted amount at year-end due to unplanned attrition and cost-consciousness. Of this amount, \$33,000 will carryover to FY 04-05.

**Equity in pooled cash (for proprietary funds only)**

| Fund/<br>Subfund | Prior Year | Projected at Year-end as of |           |           |           |
|------------------|------------|-----------------------------|-----------|-----------|-----------|
|                  |            | Quarter 1                   | Quarter 2 | Quarter 3 | Quarter 4 |
|                  |            |                             |           |           |           |
|                  |            | N/A                         | N/A       | N/A       | N/A       |
| <b>Total</b>     |            | N/A                         | N/A       | N/A       | N/A       |

**Comments:**

(Explain variances, discuss significant in-kind services, provide status of aged receivables at 30-60-90+ days and those scheduled for write-off, if applicable)

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### ***STATEMENT OF PROJECTION AND OUTLOOK***

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

### **DEPARTMENT DIRECTOR REVIEW**

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

Cathy Jackson

Cathy Jackson

Department Director

Date 11/10/04

**Notes on Financial and Personnel Information:**

**Equity in pooled cash (for proprietary funds only)**

**Comments:** (Explain variances, discuss significant in-kind services, provide status of aged receivables at 30-60-90+ days and those scheduled for write-off, if applicable.)